

Managed by



In partnership with



MIP

Executive Master
for International Players
– Fourth edition –

WELCOME

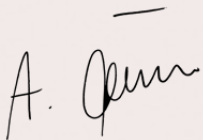
New challenges can be daunting. After so many years excelling in one profession, it is not easy to start a new chapter. However, turning the page does not mean turning your back on football. It is clear to me that the skills you gained during your illustrious career can be turned to another aspect of the game you love.

That is where the UEFA Executive Master for International Players (UEFA MIP) comes in. Along with our academic and football partners, we have created a programme that aims to give former elite players the necessary resources to keep working in the sport they love, even after they have decided to hang up their boots.

The core element of the UEFA MIP is the belief that football always comes first. During my years in football, I have seen many instances where the experience acquired by players at the peak of their club and international football careers has enabled them to make valuable contributions to the development of our beautiful game. I would like this trend to continue and grow even stronger.

So, what exactly can you expect from the programme? It will provide you with the skills you need as a future leader in football administration and management. The interactive and dynamic course sets out to help you to achieve your professional goals and to empower you to make positive contributions to shaping football's future.

UEFA knows that your experience and expertise cannot go to waste, and that is why we encourage you to play an influential role in the world of football. As you take this step towards a new chapter in your life, we will be there to support you and, together, we will ensure that the game keeps the core values that have made it the most popular sport in the world.



Aleksander Čeferin
UEFA President



Making the transition from top player to top leader

Former internationals who have played at the highest level have a lot to offer in football administration. Players often show leadership, discipline, commitment and vision on the field, and they shape the mood of the rest of their team. The UEFA MIP takes these abilities and moulds them into those of **successful managers**.

A programme designed for former international players

This programme is therefore designed to bridge the gap between the technical skills gained by experienced players and the administrative knowledge required to occupy senior positions within football organisations.

The UEFA MIP considers participants' current situations and the main challenges top executives face nowadays, to ensure a smooth and successful transition **from top player to top leader**.

Career opportunities


A new course leading to new opportunities

The world of football has changed a lot over the years; the UEFA MIP gives you the tools to change with it and develop the next stage of your life in football. You will find yourself equipped to engage with a number of sectors of the football family.

The UEFA MIP will help you reach decision-making positions in a wide variety of organisations, including:

- **National associations**
- **Clubs**
- **Leagues**
- **Players' unions**
- **International federations**
- **Charities and foundations**
- **Media**
- **Sponsors**

80% of graduates hired in a football organisation or promoted following completion of the programme

- 
- | Percentage | Outcome |
|------------|--------------------------------------|
| 40% | work at clubs |
| 20% | work at national associations |
| 20% | work at other football organisations |
| 10% | launched their own company |
| 10% | are working outside football |
- 40%** work at clubs
 - 20%** work at national associations
 - 20%** work at other football organisations
 - 10%** launched their own company
 - 10%** are working outside football

Testimonials

What our alumni think about the UEFA MIP



Éric Abidal

Former technical secretary, FC Barcelona

"I decided to join this programme because I knew it would help me prepare for my future career. I used to be afraid that people only saw me as an elite player. The UEFA MIP helped me to become more confident, increase my professional knowledge and gain greater credibility as a future manager."



Bianca Rech

Team management sports – women's football department, FC Bayern München

"The UEFA MIP is something unique. It's not about getting knowledge from a normal university, it is much more! The team spirit we experience every day with fellow participants is truly inspirational. We love football, we are team-mates and you can feel that in every session. During this programme, I really developed personally and professionally. I realised how important the skills that I gained as a professional player are and I managed to transform them into managerial skills."



Luis García

Chief executive officer, LG Sports Nation

"When I retired from football, I wasn't sure what to do, and coaching didn't seem to be the right choice for me. I looked for an education programme that could help me to learn more about the business side of the world I already knew. From the first day, every moment of the sessions was beneficial. I met really inspiring people and shared a worthwhile experience with my fellow participants."



Nuno Gomes

Consultant, NPlayers

"The UEFA MIP is an amazing adventure. I needed to meet more people who were having the same experience as me: once you were an elite player, but what happens next? I realised during different group projects that the other participants and I, who come from different cultures and have different views on football, could come up with amazing ideas together that inspired me for my future projects. The UEFA MIP was a great opportunity to increase our knowledge, thanks to the enriching presentations by outstanding lecturers."



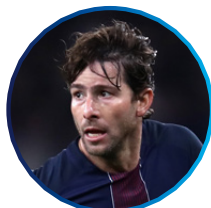
Stiliyan Petrov

Co-founder, Player4Player

"The UEFA MIP was an exciting opportunity to turn a page in my career and enter a brand new field in football administration. It taught me that planning, analysis and observation were the key skills that I had to master. It also helped me to realise how important education and knowledge are and that without networking I could not succeed, because working with the right people is essential. The UEFA MIP made me more powerful and independent and gave me the right tools to create a plan for my future. The most important thing was the friendships that I've made with very reliable and hard-working people."

Testimonials

What our alumni think about the UEFA MIP



Maxwell Scherrer

Chief of football development, UEFA

"The UEFA MIP was a great opportunity for me to gain a better understanding of the football world and prepare for the future. This programme opened my eyes to topics that are a long way from the pitch, such as marketing, broadcasting and finance. It also gave me an overview of the regulations and the ecosystem of sports organisations."



Sebastian Kehl

Head of professional football, Borussia Dortmund

"When I stopped my career as a professional player, I was looking for new challenges. The goal was to find my new professional path. I knew that I had a lot of experience as a leader in a team, but I wanted to increase my skills and knowledge and continue to develop. So the UEFA MIP was the right solution for me! This programme is tailor-made for former players, with a lot of active learning, practical exercises and real-life situations."



Geremi Njitap

President, FIFPro Africa

The UEFA MIP is all about confidence, achievements and leadership! Not only did it confirm my decision to pursue a career in football management, but it also provided me with the tools I need to work at the highest level of football administration. One crucial thing I learned was the importance of working with competent people in each area, and applying this today in my work has provided me with great results and more importantly a lot of self-confidence."



Kaspars Gorkšs

Executive director, Latvian Team Sports Association

"Football has always played a significant role in my life, and my biggest heroes come from the football pitch. To get a chance to learn from them and to share my experience and views with them is at the same time frightening and motivating. The ambitions of the people surrounding you drive you forward and give you confidence to achieve your own goals and dreams. I believe that the UEFA MIP programme can open a lot of doors to the world of football and give you the right tools to make sure you do not get lost on this journey."



Youri Djorkaeff

Chief executive officer, FIFA Foundation

"I knew that I would always like to work in football, even when I stopped my career as a professional player. Football administration was something that I've had a great interest in for quite some time, so the UEFA MIP was the perfect solution for me to get to know the football industry better, including how clubs and national associations work. What I appreciated most was the quality of speakers, the networking and the friendship of the other participants. It was a great opportunity to work on the qualities and skills that I knew I had in me but which never would have come to the surface without the UEFA MIP. The programme also provided us with a safe environment where we could learn and express ourselves freely without being judged constantly, as often happened during our careers as professional players."



Programme overview

Speakers

Previous speakers include:

- Jean-Claude Biver
Chairman, Hublot
- Julien Codorniou
Vice-president, Workplace by Facebook
- Christophe De Kepper
Director general, International Olympic Committee
- Tony Estanguet
President, Paris 2024 organising committee
- Ioris Francini
Co-president, WME IMG
- Nadine Kessler
Chief of women's football, UEFA
- Leonardo Araújo
Sporting director, Paris Saint-Germain FC
- Franck Riboud
Former chairman, Danone
- Ferran Soriano
Chief executive officer, Manchester City FC
- Mark Tatum
Deputy commissioner, NBA
- Edwin van der Sar
Chief executive officer, AFC Ajax
- Arsène Wenger
Chief of global football development, FIFA

An international programme for international participants

The UEFA MIP is tailored to match each participant's interests and profile. It comprises seven week-long sessions, each of which deals with a different aspect of football administration and management. Delivered in English, the sessions are held over a period of 20 months.

For those who do not work in a sports organisation, a three-month work placement must be carried out during the course, to gain practical experience.

Successful participants are awarded an executive master's degree by the University of Limoges.

Seven sessions over eighteen months

-  **Induction day**
(14 October 2021, UEFA HQ, Nyon, Switzerland)
-  **1 Framework of professional sport**
(15–18 November 2021, UEFA HQ, Nyon, Switzerland)
-  **2 Role and skills of the manager**
(7–11 February 2022, Paris, France)
-  **3 Format and regulation of competitions**
(4–8 April 2022, Amsterdam, Netherlands)
-  **4 The manager in action**
(6–10 June 2022, Barcelona, Spain)
-  **5 Stadiums and operations management**
(24–28 October 2022, Dortmund's region, Germany)
-  **6 Strategic marketing and communication**
(6–10 February 2023, London, UK)
-  **7 North American leagues and clubs**
(27–31 March 2023, New York, USA)
-  **Final examination**
(June 2023, UEFA competition, TBC)
-  **Graduation ceremony**
(19 October 2023, UEFA HQ, Nyon, Switzerland)

 **NEW YORK**
MARCH 2023

LONDON
FEBRUARY 2023

AMSTERDAM
APRIL 2022

PARIS
FEBRUARY 2022

DORTMUND
OCTOBER 2022

BARCELONA
JUNE 2022

UEFA HQ, NYON
NOVEMBER 2021

Session overviews

Let's talk about football!

Induction day

14 October 2021, UEFA HQ, Nyon, Switzerland

Shortlisted applicants are invited to UEFA HQ for an interview. During the day, the UEFA MIP team presents the programme and explains its main objectives, and you are invited to introduce yourself and your aspirations for the future. The UEFA MIP team will later make its final decision on admission.

Framework of professional sport

Session 1

15–18 November 2021

UEFA HQ, Nyon, Switzerland



Professional sport as an industry, like any other, is subject to certain rules and has certain specificities. Whatever organisation you work for, you must have a perfect understanding of the features and complexity of the sports ecosystem. This, as well as the knowledge and legitimacy gained during your career as a player, this will enable you to be a more effective manager. This session aims to help you to identify which of your skills can be put to use as a top manager.

Main objectives:

- Present the general institutional, legal and economic framework of the European professional sports system, along with its stakeholders and major challenges.
- Present features of team sports economics and the economic development of professional sport in Europe.
- Present concrete illustrations of possible management careers for former international players.
- Highlight key assets gained by professional players during their sporting careers and their link to management skills.

Key knowledge gained:

- Awareness of the complex environment of stakeholders in sport.
- Better understanding of the economic and legal frameworks of sport.
- Discover different styles of management and which is mine?
- How to transfer skills from top players to top managers.

Role and skills of the manager

Session 2

7–11 February 2022

Paris, France



Some of the skills you acquired in your career as an elite athlete are directly transferable to being a top manager, while others will need supplementing. Your job is then to apply these skills to a clearly defined, coherent project plan that takes into account the history, culture and values of the organisation for which you work. During this session you will learn from the experiences of several managers with sporting and business backgrounds. With the help of various activities, you will also be invited to reflect on what kind of manager you would like to become.

Main objectives:

- Present the role of the manager and their key competences.
- Highlight the importance of clearly defined projects and strategies for a sporting institution.
- Outline concrete and simple tools for defining projects.

Key knowledge gained:

- How to apply the skills of a top player to the role of a top manager.
- Finding your management style by using your experience as a former football player.
- Defining a strategy and action plan to create a project.
- Recognising mismanagement and its impact.



Format and regulation of competitions

Session 3

4–8 April 2022

Amsterdam, Netherlands



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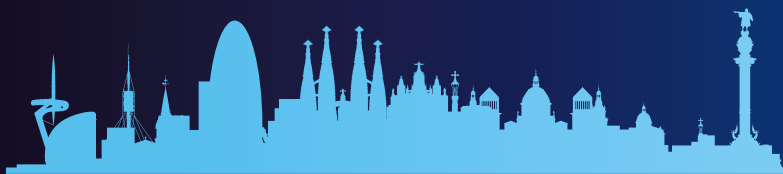
The essence of sport is competition, and the organisation of competitions is to determine the champion. This session addresses the challenges inherent in finding the most effective way to organise sports competitions in all their variety and complexity. Explanations are given of the theoretical principles underlying effective competition design, such as the need to maintain competitive balance, financial stability and the integrity of the competitions. The practical application of these principles is illustrated with the use of multiple real-world sports competition case studies.

Main objectives:

- Explain the key principles informing the successful design of team and individual competitions and club and national team competitions.
- Explain the key regulatory tools available to competition organisers, e.g. salary caps, luxury tax, financial fair play systems, etc.
- Explain the key operating principles of labour markets in sport, the associated regulatory tools, the functions of stakeholders in key labour markets, related to retain and transfer systems and draft systems, and the role of clubs, agents and system regulators such as FIFA.
- Explain the specific dynamics of women's sports competitions as a critical growth sector in the sports ecosystem.

Key knowledge gained:

- The key theoretical principles in sports economics as they apply to the design of competitions.
- Understanding of competitions' strengths and weaknesses.
- How to make informed decisions to improve and develop the quality and effectiveness of sports competitions, illustrated by real-world examples.



The manager in action

Session 4

6–10 June 2022

Barcelona, Spain



4

This session will help participants understand the different kinds of organisations that exist in football administration today. Based on this information, they should then be able to analyse the decision-making process. The main content of this session is based on the relationships between people, so participants will be introduced to a variety of important topics in order to help them become great managers: with a clear definition of the objectives, including the importance of the selection and motivation of an effective team. Additionally, they will practise the necessary skills needed for successful negotiation and communication. Furthermore, to give a solid foundation to their understanding, they will receive an introduction to finance and how to draw up and control a budget.

Main objectives:

- Explain the organisation of clubs and federations.
- Understand the decision-making process.
- Outline some basic financial concepts.
- Explain the role of the sports director.

Key knowledge gained:

- Better understanding of organisation charts and job descriptions.
- How to read a budget, a P&L statement and a balance sheet.
- Recruitment process.
- Improving negotiation skills.
- Learn about conflict management.



Stadiums and operations management

Session 5

24–28 October 2022

Dortmund's region, Germany



Stadiums are a major concern for sports organisations aiming for a sustainable future: they are an important asset, they generate revenue and they help to establish a special bond with the local community and fans. This session will give you an understanding of the issues relating to stadium management and an insight into operations management, notably through witnessing the inner workings of a UEFA club competition match.

Main objectives:

- Introduce stadium policies in different countries, economic issues and the role of stakeholders.
- Show the impact that the overall organisation of sport can have on stadiums through a national association's development policy, and show how a stadium owned by public authorities or a national association is run.
- Demonstrate the role and importance of a stadium and an academy or training centre for the development of a club, showing stadiums as profit centres and providing examples of different business models.
- Outline the operational management of a high-profile club competition.

Key knowledge gained:

- Stadium ownership, the role of each stakeholder, the different roles involved in running a stadium and different business models.
- Academies and training centres.
- Operations management.



Strategic marketing and communication

Session 6

6–10 February 2023

London, UK



If people understand why you do what you do and you exceed their expectations, they will want to find out more and will ultimately be willing to pay for your product or service. This session introduces you to the principles of strategic marketing and communications in a sports context and equips you to apply them in practice. This session covers the perspective of rights holders, broadcasters and sponsors, while keeping the fan at the centre of considerations.

Main objectives:

- Introduce strategic marketing and communications in a sports context.
- Examine the perspectives of rights holders, broadcasters and sponsors.
- Outline fan preferences, market trends and commercial partner business requirements.
- Explain key marketing concepts and how to apply them.

Key knowledge gained:

- Brand strategy and the marketing mix, including product, pricing, promotion and distribution.
- Insights into consumer behaviours.
- Audience development, communications and PR.



North American leagues and clubs

Session 7
27–31 March 2023
New York, USA



7

This session covers a different sports model with its own history and culture, so you can broaden your managerial horizons and acquire new tools for success. It also offers an opportunity to think creatively about the key factors in the success of a league or a club.

Main objectives:

- Offer a perspective from outside Europe, with the illustration of a very different but still very prosperous model.
- Demonstrate that both the European and North American models are tailored to their backgrounds and environment.
- Illustrate the need for sports models to be regulated.
- Present examples of efficient, particularly digital, strategies.
- Describe the policies implemented to promote gender equality and fight discrimination.

Key knowledge gained:

- The five major professional leagues and their specificities.
- Sports franchises: governance, closed leagues and the link between clubs and their territories.
- Key regulatory tools: drafts, salary caps, luxury tax and revenue sharing.
- The key role of the collective bargaining agreement.
- The Rooney rule and Title IX.

Final examination

June 2023, TBC

You are invited to present your final report orally to the UEFA MIP examination board. This is your opportunity to defend your project and present the challenges and strategies involved.

Graduation ceremony

19 October 2023, UEFA HQ, Nyon, Switzerland



Assessment



Application process

Who can apply?

How to apply?

How much?

Assessment and support:

MIP report

During the programme, participants will have to produce a managerial analysis of a football-related issue using the knowledge acquired during the sessions.

Work report

Participants will have to produce a report related to a project they have worked on. Those not already working in a sports organisation will have to complete a three-month work placement.

Mentoring

You will be assigned a mentor who will support you throughout the whole programme. Your mentor can answer questions arising from the sessions or assignments, help you to build a professional project, advise on internships and provide suggested readings.

To be eligible for this executive master's programme, you must meet all the following criteria:

- You must have been an international player, i.e. you must have played for a senior national team or had a long career with a European top-division club, with at least one appearance in a European club competition.
- You must be educated to degree level or have equivalent relevant experience.
- You must have sufficient command of English to enable you to study at master's level.

Apply online at www.uefamip.com/apply-now

You need to send:

1. your CV
2. copies of your diplomas (if any)
3. a covering letter outlining your key aims and aspirations
4. a letter of recommendation from an employer, national association or former club

Interviews and final selection during the induction day on 14 October 2021, at UEFA HQ, Nyon, Switzerland

Course fee: €27,000

Including all course materials and lunches.

Please note that this fee does not include travel and accommodation.

UEFA has a limited number of scholarships to support participants who cannot pay all the costs linked to the UEFA MIP.

For further information, please contact UEFA directly: info@uefamip.com

Academic partners

The UEFA MIP is delivered by the **UEFA Academy** and two **world-class academic institutions**: the Centre de Droit et d'Economie du Sport (CDES) at the University of Limoges, France, and the Birkbeck Sport Business Centre, Birkbeck, University of London.



CDES has extensive experience in **retraining professional players** through its general manager's diploma, which has been running since 1999 and has an excellent reputation. Alumni include Laurent Blanc, Olivier Dacourt, Dominique Rocheteau, Mikaël Silvestre and Zinédine Zidane.

CENTRE DE DROIT ET D'ECONOMIE DU SPORT
University of Limoges (France)
cdes.fr



Birkbeck, University of London, meanwhile, has **considerable experience** in researching the organisation, governance and **business management of football organisations**, and in delivering postgraduate sport management programmes. It collaborates closely with UEFA.

THE BIRKBECK SPORT BUSINESS CENTRE
Birkbeck, University of London (UK)
bbk.ac.uk
sportbusinesscentre.com

Both CDES and Birkbeck are also academic partners of the Executive Master in Global Sport Governance (MESGO), a world-class training programme for decision-makers in sport, developed in close cooperation with UEFA and other leading sports organisations.

By building on experience and successful long-term cooperation, and by bringing together the best teaching staff and speakers, the UEFA MIP is the **ultimate academic programme in sports management for former international professional athletes**.

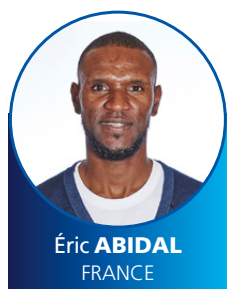


Building on the professional excellence that UEFA has developed throughout its history and the learning initiatives created within UEFA over the last decade, the UEFA Academy seeks to **inspire the education of individuals and organisations to continuously elevate the game of football**.

By anticipating and addressing learning needs in the European football sector, **the UEFA Academy is offering expertise in football executive education** to support individuals and organisations in their development plans. Working in close cooperation with leading professional and academic experts, the UEFA Academy is committed to constantly improving and adapting its activities and programmes through innovation in its learning formats, methodologies and content.

- 2,000+ graduates
- 120+ nationalities
- 51+ learning initiatives each year, spread over 120 days in 2019/20
- 50+ countries visited by our programmes
- 2,000+ documents available on our online platform, UEFA Academy Online
- 1 unique network

Who's who



Éric **ABIDAL**
FRANCE



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SPAIN



Keld **BORDINGGAARD**
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Balima **BOUREIMA**
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Patrick **MÜLLER**
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Geremi **NJITAP**
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Dan **ROMANN**
ISRAEL



Roberto **ROSETTI**
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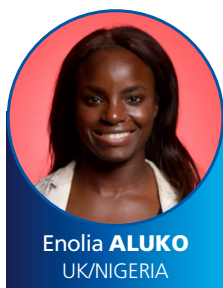


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Māris **VERPAKOVSKIS**
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† Goran **BUNJEVČEVIĆ**
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CHARALAMBIDES
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Paul **ELLIOTT**
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Gareth **FARRELLY**
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Patrick **MBOMA**
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Gaizka **MENDIETA**
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Dimitris
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LITHUANIA



Gilberto **SILVA**
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Kolo Abib **TOURÉ**
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who's who



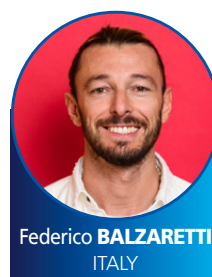
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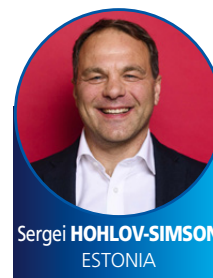
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